

## Performance Measurement Report Reinventing Departments



Modeled after the book *Reinventing Government*, Catawba County utilizes two budget processes: Reinventing, a more flexible, department regulated form of budgeting, and Non-reinventing, a traditional, line item analysis form of budgeting. Five of our sixteen departments are reinventing departments and include County Manager, Personnel, Library, Cooperative Extension, and Social Services. Our outcomes for using the reinventing budget process are to:

- Become a more active organization by defining our mission and achieving goals that support the mission.
- Place greater focus on the customer – what’s the impact of services?
- Achieve and sustain higher service levels within limited resources.

In order to meet our outcomes basic changes were made in the budget process to change our focus from inputs to outcomes, to increase authority and flexibility for reinventing departments, encourage better use of resources, and simplify and streamline the budget process. Flexibility and changing the focus to outcomes is achieved by allotting these departments a lump sum increase each year without any analysis or controls at the detail budget level. The only financial control is the inability to spend more than their total allotment. Budget analysis and negotiation has shifted to discussions on outcomes, or what the departments hope to accomplish in the upcoming fiscal year, and improvements to service levels. To encourage better use of resources and ownership in decision-making, departments can retain all unexpended funds at the end of the fiscal year as long as they can demonstrate achievement of at least 90% of their outcomes.

Updates on the progress and achievement of outcomes are reported to the County Manager and the Board of Commissioners on a semi-annual and annual basis.

The following pages include a three-year history of outcome achievement for the five reinventing departments.

## **Performance Measurement for Reinventing Departments**

### **County Manager**

#### **Fiscal Year 2004/05 (22 outcomes, 20 achieved, 2 partially achieved, 91% success rate)**

All outcomes were achieved for the County Manager's Office, Budget, and Legal. The public information office responded to citizen's requests by publishing over 242 news releases and responding to an average of fifteen phone calls daily. Legal received a 99.6% approval rating on a client satisfaction survey sent to all departments. For the fourteenth consecutive year, the Budget Office has won the Government Finance Officers Association Distinguished Budget Award.

#### **Fiscal Year 2005/06 (15 outcomes, 15 achieve, 100% success rate)**

The County Manager's Office achieved all 15 stated outcomes. As in previous years, most of the outcomes for this department were focused on providing customer service to our internal and external customers, the Board of Commissioners, County Departments, and the general public. The outcome to provide a program of public information regarding issues pertinent to the formulation of sound public policy and matters that affect their daily lives resulting in 198 news releases. The Legal department earned at 99.8% client satisfaction rating, which was well above its goal of 95% approval to determine the success of legal services offered. The Budget Office achieved all of its goals, including being award the Government Finance Officers Association Distinguished Budget award for the fifteenth consecutive year.

#### **Fiscal Year 2006/07 (16 outcomes, 16 achieve, 100% success rate)**

The County Manager's Office achieved all 16 stated outcomes (8 County Manager, 5 Legal, and 3 Budget). As in previous years most of the outcomes for this department were focused on providing customer service to our internal and external customers, the Board of Commissioners, County Departments and the general public.

County Manager outcomes are based upon the extent to which this department oversees the implementation and achievement of the goals established by the Board of Commissioners. For Fiscal Year 2006/2007 four goals were adopted by the Board.

The outcome to provide a program of public information regarding issues pertinent to the formulation of sound public policy and matters that effect their daily lives resulted in 206 news releases. The Budget Office met and exceeded its outcomes. Achievements included receipt of a 100% satisfaction rating on the County Manager survey and a 96.81% satisfaction rating on the departmental survey in excess of the goals 95% and 90% respectively. The Budget Office received the Government Finance Officers Distinguished Budget Award for the 18<sup>th</sup> consecutive year. This award recognizes outstanding achievement in budget preparation and presentation and achieves a performance outcome established for the Budget Office. Legal Services achieved all of its outcomes for Fiscal Year 2006/07 and exceeded three. The department earned a 100% client satisfaction rating which was well above its goal of 95% approval to determine the success of legal services offered.

## **Personnel**

### **Fiscal Year 2004/05 (16 outcomes, 15 achieved, 1 partially achieved, 94% success rate)**

The outcome to provide Countywide training to supervisors and employees on relevant topics was met with 22 employees graduating from the Supervisory Training Program. Training on the Fair Labor Standards Act was provided for 26 Sheriff's Department employees. In addition, 12 individuals graduated from the County Mini-Course program. Other training sessions were held on topics including Cultural Diversity, Customer Service, Managing Emotional Aspects of Communication, and Revisions to the Personnel Code. The additional training on these topics was attended by a total of 280 employees over the course of the fiscal year.

### **Fiscal Year 2005/06 (19 outcomes, 17 achieved, 2 partially achieved, 90% success rate)**

One of the major administrative outcomes for the Personnel Department was to conduct a customer service survey of services provided to county departments. The outcome was accomplished with a satisfaction rate of 93%. Along with this outcome, the Personnel department set a goal to provide an overall orientation to 100% of all new employees. This outcome was met with 119 employees attending a total of 21 orientation meetings. Evaluations completed by the new employees after the orientation resulted in an overall average rating of 4.5 on a scale of 1 to 5, with five being "above average".

The main recruitment outcome for Personnel is to provide departments with a pool of qualified applicants within three working days after a position closes. During the fiscal year a total of 2,529 applications were determined to be from qualified applicants and were routed to the appropriate departments. Moreover, the Personnel staff continued to respond to 95% of all classification requests from departments (not in the 1/3 study) within ten working days of receipt of all relevant information.

### **Fiscal Year 2006/07 (21 outcomes, 19 achieved, 2 not achieved, 90.4% success rate)**

The Personnel Department continues to focus on recruitment, retention, and wellness. Customer feedback tools such as surveys offer an important tool for measuring Personnel's success in serving County employees and in offering training and new employee orientation. A customer service survey of internal customers resulted in an overall satisfaction rating of 96%, surpassing the goal of 90%. Employee orientations received an average score of 4.6 out of 5, which exceeded the goal of an average score of at least 4.0. Personnel continues to meet outcomes regarding training opportunities for all employees. The annual Supervisors Training Course had had 28 participants successfully complete the course with a 90% satisfaction rating on the training evaluation, meeting the established outcome. Twelve employees graduated from the annual Mini Course, 19 from Performance Appraisal Training and 54 attended Diversity Awareness Training. The wellness outcome, to reduce health claims per employee in the areas of heart/circulatory health, weight control/reduction and stress disorders, actually resulted in a 12% reduction per employee in the area of heart/circulatory claims from the previous year. Risk Management's outcome to reduce costs associated with Worker's Compensation show a reduction the average claims reporting time from 11 days to 4.7 claims.

## **Cooperative Extension Services**

### **Fiscal Year 2004/05 (16 outcomes, 15 achieved, 1 partially achieved, 94% success rate)**

To meet an outcome to address the litter problem in Catawba County, the Catawba County Litter Task Force was established in February 2004. The task force currently has representatives from all municipalities and key agencies in the County. The Task Force efforts have increased participation in local cleanup efforts for the annual Spring and Fall Litter Sweep events. The Task Force is currently undergoing a capital campaign to establish a "Keep America Beautiful" affiliate.

### **Fiscal Year 2005/06 (20 outcomes, 19 achieved, 1 partially achieved, 95% success rate)**

Annual outcomes for this department are developed around the agency's core purpose of providing citizens with scientifically based information and informal educational opportunities focused on local needs and issues. Focus remains on the three core areas of the program: family and consumer education, agriculture and natural resources, and 4-H and youth development. Participation in Extension programs has resulted in more than 2, 253 citizens increasing their knowledge and awareness of recommended horticultural practices. Key steps toward obtaining Keep America Beautiful certification included raising \$12,000; holding a pre-certification workshop for local leaders; developing an organizational structure; and developing by-laws, a mission statement, and a logo for Keep Catawba County Beautiful.

### **Fiscal Year 2006/07 (22 outcomes, 22 achieved, 100% success rate)**

Annual outcomes for this department are developed around the agency's core purpose of providing citizens with scientifically based information and informal educational opportunities focused on local needs and issues. Focus remains on the three core areas of the program: Family and consumer education, agriculture and natural resources, and 4-H and youth development. All outcomes except one relating to the LifeSkills program were achieved and it was partially achieved showing positive impacts on the participating youth.

Cooperative Extension continues to meet and exceed stated outcomes for the educational services they are providing to area citizens. The agency also continues to develop goals designed to improve efficiency and to increase the availability of information and departmental resources.

## **Social Services**

### **Fiscal Year 2004/05 (29 outcomes, 29 achieved, 100% success rate)**

Outcomes for Fiscal Year 2004/05 challenged Social Services' staff to focus on: thinking strategically; working more efficiently; considering new perspectives; and seeking progressive methods in operations while consistently treating citizens with compassion, dignity, and respect. One of the Social Services' board goals for this fiscal year was quality customer service. Based on a survey Social Services received a 98% customer satisfaction rate due to the staff's commitment to treat all people with respect for their worth and dignity.

### **Fiscal Year 2005/06 (28 outcomes, 28 achieved, 100% success rate)**

Social Services achieved all of its outcomes for the second year in a row. During a year in which the area's economy attempted to stabilize, 178 individuals receiving welfare became employee and independent, and child support collections exceeded \$12.9 million. Adults were able to remain in their home and stay healthy through a network of 1,334 volunteers delivering meals and companionship. Family Builders helped 65 children realize permanent placements through adoption. As in the past, Social Services continues to provide high levels of customer service while meeting the needs of the community through effective service implementation and efficient management of resources. Their success is exemplified in their customer satisfaction rating of 98%.

### **Fiscal Year 2006/07 (29 outcomes, 28 achieved, 96.5% success rate)**

Social Services achieved 28 of its 29 outcomes during Fiscal Year 2006/07. During a year in which the area's economy attempted to stabilize, 154 individuals receiving welfare became employed and independent and child support collections exceeded \$14 million. Adults were able to remain in their homes and stay healthy, through a network of 1,087 volunteers delivering meals and companionship. Family Builder's helped 66 children realize permanent placements through adoption.

The department was unable to achieve one of its outcomes for the fiscal year relating to new incidents of child maltreatment within 6 months of an initial incident. Social Services target was that 94% of these families would not experience a new incident as compared to the federal benchmark of 91%. As of the end of the year achievement was 84.7%.

As in the past, reinventing has been the impetus for Social Services to provide high levels of customer service while meeting the needs of the community through effective service implementation and efficient management of resources. Their success is exemplified in their customer satisfaction rating of 99%. In general, the outcomes report shows the value of Reinventing Government and demonstrates that the citizens of Catawba County are better off as a result of the Agency's past year's activities. Below is a listing of items made possible through Reinventing that will have positive long-term impacts:

## **Library**

### **Fiscal Year 2004/05 (36 outcomes, 24 achieved, 2 partially achieved, 94% success rate)**

The Main Library and the six branch libraries continue to use customer satisfaction surveys to measure customer service to patrons. The results show that they all exceeded the goal of receiving a rating of at least 95%.

### **Fiscal Year 2005/06 (46 outcomes, 46 achieved, 100% success rate)**

The Main Library reported a 99.1% customer satisfaction rate for the fiscal year, exceeding the outcome to receive a 95% rating. Library visits per capita as well as circulation of materials per capita exceeded established outcome for the fiscal year. As a means of increasing interest in the Library collection, 27 displays were sponsored during the year, with five of them culturally diverse in subject, surpassing the goal of 24 yearly displays. The multicultural collections have been consolidated into one area to make one comprehensive foreign language center. Four articles were submitted to the media during the year that resulted in a circulation increase of 70.6% of this material.

### **Fiscal Year 2006/07 (40 outcomes, 40 achieved, 100% success rate)**

Outcomes for the Library continue to focus on inspiring the joy of reading, creative thinking and life-long learning by making sure the public has access to comprehensive resources, innovative technologies and quality programs. In the area of youth services the library surpassed the goal of presenting one hundred preschool story programs to one thousand children to encourage development of pre-reading skills and a love for books. One hundred and two programs were presented to 1,097 preschoolers. Library staff presented 261 programs (passing the goal of 226) for 4,159 children and 547 adults during the fiscal year. Crates of books were also delivered to 21 centers that they visited. Library system staff met the goal of promoting the library to children and their teachers by distributing 1975 library card letters to kindergarteners to encourage families to use the public library.

All 6 branch libraries achieved 100% of outcomes and in most cases surpassed outcomes in the areas of youth services, technology services, customer services, knowledge services, and facilities services. Reading enrichment programs for elementary school children were held during the summer months, computer classes were provided, and library hours were improved based on enduring that branches are open during the hours that are most convenient for community use as indicated by a survey conducted in November 2005.